

CITY OF MIAMI BEACH
Office of the City Manager
Letter to Commission No. 180-2004



To: Mayor David Dermer and
Members of the City Commission

Date: July 19, 2004

From: Jorge M. Gonzalez
City Manager

A handwritten signature in cursive script, appearing to read "Jorge".

Subject: FIRE DEPARTMENT EVALUATION FOR ACCREDITATION

The purpose of this LTC is to inform you the Fire Department will be evaluated by the full Commission on Fire Accreditation International in New Orleans on August 11, 2004. If the final evaluation is successful, our Fire Department will receive recognition as an accredited fire agency by this prestigious organization. The Commission on Fire Accreditation is a non-profit organization dedicated to the improvement of fire and emergency service agencies through an internationally recognized accreditation process. The process of accreditation was designed primarily to assist local governments in determining their risks and fire safety needs, to evaluate the performance of their fire department, and provide a method for continuous improvement. Our department began the accreditation process on April 1, 2001 and completed the peer evaluation process on January 19, 2004. At the final meeting with the peer review team, the Miami Beach Fire Department was advised the review team would recommend accreditation to the full commission at the meeting in New Orleans.

It is important to note that of the 645 Fire Departments in the State of Florida, only eight (8) have received accreditation. Internationally, only 83 Fire Departments have received accreditation.

You are invited to attend the Commission hearing Wednesday morning on August 11, 2004 when our Fire Department, along with the other accreditation candidates, will be evaluated and hopefully approved for accreditation.

If you are interested in attending, please contact me and we will assist with the arrangements. I have attached the final report completed by the peer review team with their recommendations. If you have any questions please let me know.

JMG\FJ/dd

Encl: Peer Review Team Final Report

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Commission on Fire Accreditation International

Accreditation Report

**City of Miami Beach Fire Agency
2300 Pinetree Drive
Miami Beach, Florida 33140
United States of America**

**This report was prepared on February 22 , 2004
by the
Commission on Fire Accreditation International, Inc.
for the
City of Miami Beach Fire Agency**

**This report represents the findings
of the peer assessment team that visited the
City of Miami Beach Fire Agency
January 15 – 19, 2004**

**Peer Assessment Team
Warren Savage, Team Leader
Brian Kazmierzak, Peer Assessor
Wayne Senter, Peer Assessor
James Dundas, Peer Assessor
Ralph Dorio, Observer**

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PREFACE – BACKGROUND ON CFAI

The Commission on Fire Accreditation International is dedicated to assisting fire and emergency service agencies throughout the world in achieving excellence through self assessment and accreditation in order to provide continuous quality improvement and the enhancement of service delivery to their communities.

The idea for fire service accreditation originated in the mid-1980s with a Memorandum of Understanding between the International Association of Fire Chiefs (IAFC) and the International City/County Management Association (ICMA). This MOU led the way for the creation of the National Fire Service Accreditation Program, the predecessor of the CFAI.

In December 1996, the Agreement and Declaration of Trust for the CFAI was signed by the Board of Trustees and the new organization was created. The five member Board of Trustees has financial oversight of the organization.

The CFAI Board of Trustees are:

Chief Randy Bruegman, Fresno, California
IAFC Representative

Chief Cliff Jones, Tempe, Arizona
IAFC Representative

Mr. John J. Drago, City Administrator, City of Longwood, Florida
ICMA Representative

Mr. David Cooke, County Manager, Wake County, Raleigh, North Carolina
ICMA Representative

Mr. Michael Worthington, Vice President, Motorola, Inc., Schaumburg, Illinois
Member at Large

The CFAI is made up of 11 representatives. The commission is responsible for the general governance of the organization and the decisions regarding agency accreditation, the self-assessment process and any other CFAI activities.

The Commission Members are:

Chief William F. Jenaway, King of Prussia Volunteer Fire Company, Pennsylvania
IAFC Fire Agency Head Representative for a population of up to 24,999

Chief Robert L. Ridgeway, Gastonia Fire Agency, North Carolina
IAFC Fire Agency Head Representative for a population of 25,000 to 99,999

Assistant Chief Paul D. Brooks, Greensboro Fire Department, Greensboro, North Carolina
IAFC Fire Agency Head Representative for a population of 100,000 to 249,999

Chief Gary Warren, Austin Fire Agency, Austin, Texas
IAFC Fire Agency Head Representative for a population of 250,000 and above

Chief Paul V. Stewart, Jr., NAS Jacksonville Fire Department, Jacksonville, Florida
Federal Fire Service Representative

Mr. Ralph Dorio, Insurance Services Office, Jersey City, New Jersey
Insurance Industry Representative

Mr. Frank Florence, National Fire Protection Association, Boston, Massachusetts
Consensus Standards Representative

Mr. Paul McIntosh, County Manager, Butte County, Oroville, California
ICMA CEO County Government Representative

Mr. Thomas Wieczorek, City Manager, Ionia, Michigan
ICMA CEO City Representative

Vacant
International Fire Service Representative

Dr. Lori L. Moore, Assistant to the General President, Washington, D.C.
IAFF, Labor Representative

The headquarters office for the Commission on Fire Accreditation International is located at 4500 Southgate Place, Suite 100, Chantilly, Virginia 20151-1714. The CFAI has a three-person staff, with Ms. Sarah J. Greenfield as Executive Director, Ms. Bonny Downing as CFAI, Program Coordinator, and Ms. Debbie Sobotka, Administrative Manager.

INTRODUCTION

On November 19, 2003, the City of Miami Beach Fire Agency (Agency) asked the CFAI for a site visit to determine if they could be recommended for accreditation. On November 4, 2003, the CFAI appointed a Peer Assessment Team. The Peer Assessment Team conducted an on site visit of the Agency between January 15 and January 19, 2004.

In preparation for the on site visit, each team member received the Agency's Self-Assessment Manual. This manual produced by the Agency represented a significant effort by the staff of the Agency and other community agencies.

The City of Miami Beach was incorporated on March 26, 1915. Located within Miami Dade County and adjacent to a US Coast Guard Station, this fire Agency provides fire protection, rescue and Emergency Medical Services to approximately 87,933 people as well as 20,500 average daily transit population and 21,000 additional seasonal population from January to April.

Composition

The city is primarily a residential community with numerous single-family homes and the second highest concentration of high-rise buildings in the world. They also have the second highest statewide concentration of tourists. There are several retail shopping centers as well as one hundred and thirty high-rise hotels. The average citizen age is 39.

The City covers a 7.1 square mile area plus 10 miles of water and 63.26 miles of water frontage. The City abuts the Atlantic Ocean to the east presenting hurricane and tornado vulnerabilities and other such natural disasters. As the City is a major tourist attraction and it borders major commercial shipping ports, the City also present numerous man made hazards.

Government

City Manager/Mayor/Commission
Seven City Council members (all at large including the Mayor).

Fire Agency

4 Fire Stations
224 Uniform and Civilian Personnel
4 Engine Companies
2 Ladder Companies
6 Rescues
3 Reserve Engines
1 Reserve Ladder
3 Reserve Rescues
1 Utility Truck for Emergency Lighting and Field Air Delivery

1 Incident Command Emergency Response Vehicle
1 Rescue Supervisor Emergency Response Vehicle

EXECUTIVE SUMMARY

The Commission on Fire Accreditation International (CFAI) has completed a comprehensive review and appraisal of the City of Miami Beach Fire Agency based upon the 6th Edition of the Fire and Emergency Services Self Assessment Manual. The Commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The assessment team's objectives were to validate the Agency's self study accreditation manual, identify and make recommendations for improvement, issue a report of findings and conclude if the Agency is eligible for an award of accreditation.

The Agency is to be commended for its participation in this very comprehensive and detailed accreditation process. All members of the Agency and city staff were very open, responsive, and candid. This approach greatly aided the team in its limited four-day site visit. The benefits obtained will improve the quality of the fire service delivery system and the community's emergency services.

The Agency is a very dynamic and progressive Agency. Their emergency services are unique in the fire service discipline and they respond to the community's expectations of service. The Agency has managed to keep pace with the growth and at the same time add resources that not only serve the growth area but also provide improved in-depth emergency resources to the existing community.

The Agency's accreditation self study reflected a genuine appraisal of current performance and improvement needs. This study represents a very time consuming detailed analysis of the Agency and their personnel are to be commended for their efforts.

The summaries of findings by the Peer Assessment Team are as follows:

Governance and Administration

The Agency met all core competencies.

The Miami Beach Fire Agency has been legally established per Florida State statute and the City of Miami Beach Code. There is an effective communications process between the City Managers office and the Authority Having Jurisdiction (AHJ). In addition, the Fire Chief has an effective communications process with the shift firefighters.

Assessment and Planning

The Agency met all core competencies.

The Agency utilizes customized maps supplied by the City Mapping Agency. Mapping includes geographical boundaries including fire zone and sub-units. Demographics and other community characteristics are identified and economic indicators, water supply, and

fire suppression systems are used in the planning process. Codes and regulations are used in the planning process.

Planning zones are assessed for response time, fire loss, call type and frequency of activity. Fire and non-fire risks are identified and a standard of response coverage has been established.

The Agency has adopted and published a strategic plan that has been submitted to the City Manager.

Goals and Objectives

The Agency met all core competencies.

The Agency has an up to date strategic plan that defines functional services and their specific goals and objectives that are used for organizational direction. The Agency should consider integrating and coordinating the planning elements established in self-assessment into the strategic plan.

Financial Resources

The Agency met all core competencies in this area.

The Agency's financial planning and resource allocation is based on Agency planning, involves staff participation and supports the Agency's mission, goals, and objectives. The Agency has been given appropriate direction by the governing body and there exists a well-defined process for budget development.

The financial resources and fiscal management of the Agency are excellent. The budget is coordinated with the city and the Agency's programs, goals and objectives. The Government Finance Officers Association (GFOA) certifies the city Finance Agency.

Programs

The Agency met all core competencies.

The Agency is a full service fire Agency. One hundred and seventy seven personnel are certified as paramedics and twenty-seven as emergency medical technicians. The Agency delivers structural fire suppression, emergency medical services at an advanced life support (ALS) level, as well as hazardous materials, technical rescue and weapons of mass destruction response capability. The Agency has 4 ALS Engines, 2 ALS Ladders and 6 ALS transport rescues.

A planning process exists that is inclusive of changes in all operations of the community as well as changes in city emergency response services.

A vigorous training and certification program for all fire service personnel is in place and supported by all in the Agency. The fire prevention, public education, and fire investigation are of high quality and functional.

The Agency ensures quality assurance based on national standards, established guidelines, governing laws, and in place procedures. Quality assurance rests with the Agency due to working relationships and its ability to record response time and service level availability.

The Agency's nightclub fire prevention and life safety activities are state of the industry and have been recognized by the local and national media.

Physical Resources

The Agency met all core competencies.

All facilities are well maintained. The Agency is in the process of rebuilding fire Stations #2 and #4, and remodeling the current fire station #2 into administrative offices.

Apparatus equipment and safety equipment is meeting the needs of the Agency.

There is an active apparatus replacement and maintenance program. The apparatus maintenance program is exemplary and should be complemented.

Human Resources

The Agency met all core competencies.

Human resource functions within the City and the Agency are well developed with appropriately documented policies and procedures. All legal mandates are being met and state law is being followed. Qualified applicants are recruited and hiring and promotional testing follow appropriate guidelines. Career development programs and annual performance reviews are in place.

Human resource activities are consistent with the mission and the goals of the Agency.

Training and Competency

The Agency met all core competencies in this category.

The training program is comprehensive and emphasis is placed on meeting national standards. Training is not consistent among companies and this needs to be addressed with more comprehensive short and long-term training calendars. This should be considered a priority. In addition, the Agency is in need of a training tower drill area for training so they no longer have to rely on acquired structures.

Record keeping for the training division is at the basic level using Microsoft Access and should be upgraded when the Agency installs its new RMS program so that the data will provide the Agency with valuable data for meeting training needs far into the future.

Essential Resources

The Agency met all core competencies.

The emergency communication system provides services generated from the E911 center located in the Police Agency. The facility is a combination police/fire center administered by the Police Agency.

The water supply system for the community is well developed and maintained. Working relationships exist between the Agency and the Miami Beach Agency of Public Works. In addition, there are an abundance of hydrants and a redundant system, which prevents the island from being cut off in an emergency.

External System Relationships

The Agency met all core competencies.

The Agency identifies the maintenance of external relationships (within City government and among regional allied agencies) as a strategic initiative in its Strategic Plan. There are mechanisms in place to address issues of common interest among all stakeholders and participants. The statewide agreement and the City Manager's Executive Committee provide a mechanism to keep relationships current and effective, and assure that intergovernmental cooperation supports the efforts of the Agency. If additional functions or agreements are needed, these processes provide a mechanism to address the need.

CONCLUSIONS

The self-study manual produced by the City of Miami Beach Fire Rescue Department was of high quality. The manual represented a significant effort by the staff of the Agency to produce and present a quality document.

- The City of Miami Beach Fire Rescue Department has demonstrated that all core competencies have been met and received a credible rating.
- The City of Miami Beach Fire Rescue Department has demonstrated that all applicable criteria have been met and received a credible rating.
- The Peer Assessment Team recommends Accredited Department Status for the City of Miami Beach Fire Rescue Department from the Commission on Fire Accreditation International.

RECOMMENDATIONS

The Peer Assessment Team conducted an exit interview with the Agency consisting of the Fire Chief and most all the staff that participated in the self-assessment study. The purpose of the meeting was to review the team's findings and recommendations. The Agency was given an opportunity to respond to any errors in findings of fact.

Strategic Recommendations

Strategic recommendations were developed from information gathered from the on-site assessment visit and the evaluation of the criteria and core competencies.

1. Both Assistant Fire Chiefs play a significant role in managing the Agency's HR policies. Clerical support for these positions should be considered to assist them in being successful.
2. The Agency should implement a Document Control Process that tracks critical documentation relative to publication date, review date, person assigned, when reviewed, and next review date. The process should also include a mechanism that shows the inter-relationships between documents such that when one document is modified, all associated document relationships and references are updated. This tracking mechanism may be placed on the Agency intranet site for ease of updating on a standardized periodic basis.
3. There should be a direct tie between the budget and other planning documents such that any modifications made to the budget requires coordination with appropriate modifications to the applicable goals and objectives.
4. To assist with the budgetary process, the Agency should consider conducting a Risk Valuation Analysis that assesses total City property, infrastructure and cultural value against its investment in fire protection, life safety, rescue services and EMS. Then benchmark the percentage investment against like or similar municipalities to gain a perspective on the City's level of applicable public safety investment.
5. The Agency should consider integrating planning elements into their strategic plan as a means to manage and coordinate the overall planning process.
6. The Agency should consider a process to verify that all employees have reviewed important HR policies such as work place harassment during the annual review process.
7. The Agency needs to improve record keeping across all aspects of the department. Further, the Agency needs to improve its data capture and data analysis with respect to planning, program evaluation and program management.

8. The Agency should update their Standards of Cover Manual to provide a quantified objective regarding Suppression and Rescue response times, and Quality Assurance mechanisms for assessing quality of services provided.
9. The Agency should establish a “Chain of Evidence/Evidence Preservation” policy for fire investigations so that incendiary evidence is not purposefully or inadvertently destroyed during mop up operations.
10. The Agency needs to rely less on acquired structures for training and provide a training tower facility for Agency training needs.
11. While the Agency has a policy outlining the utilization of available water supply, the new version of this policy needs input from the officers of the Agency and the in the agency’s SOG Manual.
12. The Agency should place copies of NFPA 72 and 1221 in the dispatch center.

Specific Recommendations

Specific recommendations were developed from the appraisal of performance indicators in each of the ten categories.

Category I Governance and Administration **Criterion 1A: Governing Body**

Performance Indicator

1A.3 There is a method that utilizes qualifications and credentials to select the Agency’s Chief Fire Officer

The Agency should revise the Fire Chief’s job description to reflect that he reports to the City Manager.

Category IV Financial Resources **Criterion 4A: Financial Planning**

Performance Indicators

4A.4 Financial planning addresses the strategic or master plan goals and objectives.

Continue to improve communications between the Agency and the City Finance Department regarding changes that affect the fire department.

4A.6 Capital expenditures reflect organizational objectives.

The Agency should continue to pursue the purchase of a Ladder truck per the Agency's emergency vehicle replacement schedule. This purchase is an essential resource that should not be delayed.

Category V Programs

Criterion 5C: Public Education Program

Performance Indicator

5C2: The agency has staffing to accomplish the program's mission, goals and objectives.

The public education function is staffed with one person. Although field crews are employed in many public education functions, there does not appear to be sufficient support to address the community's public education needs.

Category VII Human Resources

Criterion 7B: Recruitment, Selection, Retention and Promotion

Performance Indicator

7B.2 The agency and its members are part of the recruitment process.

The Agency should continue to be involved in improving the entry level and promotional testing programs with the City HR Department.

7B.5 There is a designated personnel manager.

The Agency should continue to provide leadership in a regional cooperative to establish CPAT physical agility testing for entry level Firefighters.

Criterion 7D: Use of Human Resources

Performance Indicators

7D.4 There is a program for employee / member input / or a suggestion program.

The Agency should continue to pursue implementation of the IAFC/IAFF Leadership Partnership program as a method to foster good relations with the leadership of IAFF Local 1510.

7D.5 There is a career development program in place.

The Agency should investigate the feasibility of incorporating their officer development program into the IAFC professional development program.

7D.6 The agency has a health/physical fitness program and provisions for non-compliance by employees/members are written and understood.

The Agency should investigate the feasibility of implementing the IAFF/IAFC wellness initiative as a means to improve the respirator (SCBA) compliance program and sick leave usage.

Criterion 7F: Risk Management and Personnel Safety

Performance Indicator

7F.2 There is a system for identifying and evaluating workplace hazards.

The Agency should consider adopting a near miss program for use through their safety committee in preventing accidents.

Category VIII Training and Competency

Criterion 8B: Training and education performance

Performance Indicators

8B.2 The organization provides both short and long-range training schedules.

While the Agency has long and short-term training schedules, the Agency needs to create a more formal scheduling method that allows for consistency of training among all companies and shifts.

8B.6: The agency maintains individual/member training records.

The Agency should improve its certification tracking mechanism and place the process on the Agency intranet site so that the training officer and each employee can track their certifications.

Category X External Systems Relations

Criterion 10A: Automatic and/or Mutual Aid Agreements

Performance Indicator

10A.4: The automatic and/or mutual aid agreements are identified, current, and support organizational objectives. The policies and procedures have been incorporated into operational policies and documentation.

The Agency should consider requesting from the Miami Beach City Attorney an additional review of the Statewide Mutual Aid Agreement to see if there are open issues related to local Agency cooperation, and determine if local agreements are necessary to address those issues.

OBSERVATIONS and RATINGS

Category I -- Governance and Administration

The Agency met all core competencies in this category.

The Agency mission is appropriate and is coordinated with the charter/powers of the city. There is a process for ensuring that there is compliance with the policies. The fire chief selection process is effective and has been modified to meet the needs of the Agency.

The administrative structure is effective except for a need of clerical support for the AC's. Many plan elements are one sentence that says, "There are no plans to change." There is a review process in place and the plan element should be changed to reflect these processes.

There was a time where budget cuts resulted in the elimination of one AC, this position has been restored; however, there seems to be a lack of secretarial staff to support these two positions. Much of their time is spent doing their own clerical work.

The team concurs with the Governance and Administration Category report of the self-study, its appraisal and action plan.

The overall performance rating for the Governance and Administration Category is Credible.

Category II -- Assessment and Planning

The Agency met all core competencies in this category.

The Agency utilizes customized maps supplied by the City Mapping Agency. The City Mapping Agency produces various maps based upon the Agency's needs to include water maps, street maps, utility maps and various special purpose maps. Geographical boundaries including fire zone and sub-units are identified and used as a basis of service planning.

Demographics and other community characteristics are identified and economic indicators, water supply and fire suppression systems are used in the planning process. Codes and regulations are used in the planning process. Planning zones are assessed for response time, fire loss, call type and frequency. Fire and non-fire risks are identified and a standard of response coverage has been established. Based on these assessments, the Agency has not seen the need to modify its response compliments.

The Agency has adopted and published a strategic plan that has been submitted to the City Manager. A consultant who obtained multiple levels and sources of input developed the plan. Input included union members, command officers and community groups. This

assured general acceptance and buy in from constituent groups. The plan was distributed across all levels of the organization.

It was noted during the site visit that a more active document control process would assist the Agency in keeping up with all the materials produced during the Self Assessment Process.

The team concurs with the Assessment and Planning Category report of the self-study, its appraisal and action plan.

The overall performance rating for the Assessment and Planning Category is Credible.

Category III – Goals and Objectives

The Agency met all core competencies in this category.

The Agency recently went through a strategic planning exercise using ESCG where they evaluated and revised their Agency and division missions. A collaborative process was used. The Chief meets with his members and develops Goals and Objectives. Then the Chief meets with the City manager and other Agency heads/assistant managers to develop over all city goals and objectives. The budget document is then coordinated to reflect these end goals/objectives. The Goals and Objectives and the budgeting process effectively compliment one another.

The plan elements from the self-assessment document should be integrated with the Agencies strategic plan document. The Division Chiefs now report on an as needed basis for status of Goals and Objectives. There are conflicting statements regarding a change in this reporting process. Clarify if this change is being considered or if it is going to be changed. The Fire Chiefs goals and objectives are a signed contract with the City Manager.

The team concurs with the Goals and Objectives Category report of the self-study, its appraisal and action plan.

The overall performance rating for the Goal and Objective Category is Credible.

Category IV – Financial Resources

The Agency met all core competencies in this category.

The Agency has a system that coordinates the goals and objectives with the budget document. They also have an efficient system for developing and coordinating the Agency goals into the city goals. There is some need to coordinate the budget cuts back with the program descriptions.

There is an efficient capital replacement schedule for vehicles; however, they are not being followed. There is a need to purchase one ladder unit to maintain essential vehicle reliability. Some capital replacement schedules are maintained by other city agencies, such as computers. These replacement schedules should be developed with input from the Agency's users. Outside agencies should regularly communicate with the Agency regarding changes to the replacement schedules.

The city's finance Agency is GFOA certified and meets the technical requirements for best management practices. Finance should continue to look for opportunities to improve communications with the Agency especially in areas where the Agency is the subject matter expert.

The team concurs with the Financial Resources Category report of the self-study, its appraisal and action plan.

The overall performance rating for the Financial Resource Category is Credible.

Category V – Programs

Criterion 5A – Fire Suppression

The City of Miami Beach Fire Rescue Agency met all core competencies in this criterion.

The City of Miami Beach Fire Rescue Agency has been organized utilizing NFPA 1710 and the Agency's response and deployment standards are based upon population density, high-rise, and fire demand needs of the community. The suppression allocation effectiveness, as well as its deployment strategies, is well designed and organized. The Agency's four stations provide citywide coverage with Agency staffing based on station location to maintain a four-minute response.

The incident command system (ICS) is in place and utilized on a daily basis as well as maintaining a management information system utilizing the Agency's fire reporting system. Operating Procedure Manuals, Standard Operating Guidelines (SOG's), laws, regulations and policies as well as ICS provide an effective foundation for a sound fire suppression capability.

The city is utilizing a central communication system, which utilizes CAD. The recent upgrading and improvement of this system has continued to enhance their ability to appraise their response reliability, deployment objectives as well as current operational capabilities consistently met standards of cover.

The team concurs with the Fire Suppression criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Fire Suppression Criterion is Credible.

Criterion 5B – Fire Prevention / Life Safety Program

The Agency met all core competencies in this criterion.

The Fire Prevention / Life Safety Program deliver an effective inspection process which is consistent with the department's mission. The Florida Fire Prevention code 2001 edition incorporates NFPA 1, Fire Prevention Code 2000 edition and NFPA 101 Life Safety Code 2000, empowers the Agency to enforce the Florida Building Code, which has codified the SBCCI Code 1997. There more than 3,000 night club commercial occupancies in City of Miami Beach Fire Rescue Agency that require inspection. The current process calls for most of those occupancies to be inspected annually with Mercantile Occupancies inspected every two years. Agency field units are involved in the inspection process and augment the Fire Inspectors by inspecting the Mercantile Occupancies.

This economical use of existing resources ensures a high degree of efficiency. Personnel are well trained and equipped. Certifications are monitored and maintained. Written reports are reviewed by a supervisor prior to entry into the system. One Inspector is assigned to Permits and Inspections to facilitate Plans review to ensure adequate water supply and vehicle access.

Feedback from fire incident data has just been upgraded and is providing information that will be beneficial for generating a more effective Trend Analysis. The Agency should move to ensure the enhancement the Fire Incident Report to capture data, which would assist Fire Prevention in evaluating trends, and analyzing future needs.

The Agency's nightclub fire prevention and life safety activities are state of the industry and have been recognized by the local and national media.

There is a comprehensive Risk Analysis program utilized which is incorporated in the Agency's Planning process for Fire Prevention Activities.

The team concurs with the Fire Prevention/Life Safety Program criterion report of the self- study, its appraisal and action plan.

The overall performance rating for the Fire Prevention / Life Safety Program Criterion is Credible.

Criterion 5C – Public Education Program

The Agency met all core competencies in this criterion.

The Public Education Program of the City of Miami Beach Fire Rescue Agency has been put together and operated very well. It is very comprehensive and effective. The staff is comprised of personnel, all of whom have in depth background in education. Many of

the programs are developed in house and tailored to targeted audiences. Programs are in place for children, adults and senior citizens. There are a number of programs administered through the office, which include public safety in general as well as fire safety. A small example of the programs provided includes Smoke Detectors, Child Safety Seats, Cheat the Reaper (anti-DUI), Kidshowz Videos, and Juvenile Firesetters and many others.

Monthly, Quarterly and Annual Reports are generated. Ample records are maintained documenting the classes provided and audiences reached. Pre and Post Tests are administered to track effectiveness. Customer surveys will be distributed and documented to provide for feedback. Data is entered into various databases for review and analysis. The existing record keeping system lacks a database to track the Juvenile Firesetter and Child Safety Seat programs. Records for these programs are currently maintained in hard copy format. The Agency should create databases to capture the desired data for both of these initiatives.

The Public Education Program enjoys a great deal of public support as well as internal support for their projects. Donations and Grants have allowed for such initiatives as the Smoke Detector and Child Safety Seat projects. The "Cheat the Reaper", anti DUI program is a prime example of one project where virtually all materials and time were donated. This educational tool is a very popular and draws large audiences wherever it is displayed. All facets of the Agency are actively involved in the Public Education process and assist the office in any capacity required.

The team concurs with the Public Education Program criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Public Education Program Criterion is Credible.

Criterion 5D – Fire Investigation Program

The Agency met all core competencies in this criterion.

The Fire Investigation Program is effective and efficient. The Agency is vested with the statutory responsibility for the investigation of fires to determine origin and cause. The Officer in Charge makes an initial evaluation to determine cause. A Fire Investigator may be requested as needed in accordance with departmental Standard Operating Procedures.

The Fire Investigator conducts an investigation using NFPA 921 as a guideline. Investigators are assigned Personnel are well trained and certifications are maintained. Tools, equipment and supplies are sufficient to accomplish their task. Additional resources are available through the Agency as well as the Police Agency and other agencies that have working relationships with Fire Investigation. When arson is suspected the police and the state Fire Marshall is called in.

Monthly and Quarterly reports are generated to track daily activities. Fire investigation Reports are kept on file for three years and then placed in central storage for twenty years. Response information is captured in the computer aided dispatch (CAD) system, which is utilized for the Fire Reporting System. Fire Investigators use their computer system to interact with the Police Record System.

The team concurs with the Fire Investigation Program criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Fire Investigation Program Criterion is Credible.

Criterion 5E – Technical Rescue

The City of Miami Beach Fire Rescue Agency met all core competencies in this criterion.

The City of Miami Beach Fire Rescue Agency maintains technical rescue team equipment on all its front line response units as well providing local heavy rescue services and is an integral operational part of the Regional Technical Rescue Team.

The Agency has a light and air unit with a full compliment of rope rescue equipment as well as hydraulic extrication power equipment completely fitted out to accomplish heavy rescue assignments. This unit carries high angle rope rescue kits, extrication, concrete and wood cutting tools, torches, cutting implements and confined space equipment.

All technical rescue incidents are recorded on the Agency's incident reporting system. These reports are done by the first due company officer and compiled by the Division responsible for the technical rescue. The Agency has regularly scheduled meetings where evaluations are made on all activities and consistently met standards of cover.

The team concurs with the Technical Rescue criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Technical Rescue Criterion is Credible.

Criterion 5F – Hazardous Materials

The City of Miami Beach Fire Rescue Agency met all core competencies in this criterion.

The Agency's personnel are well trained and have the equipment to mitigate events as they occur. The HAZMAT program is well integrated into their overall response. All personnel are trained to the awareness level with 28 functional HAZMAT personnel trained and certified to the operation level. The Agency uses a tiered response for HAZMAT incidents and calls for the regional Hazardous Materials (HAZMAT) Team when required.

The Agency has sufficient SOG's to provide adequate guidance and have a process to manage operational level concerns effectively. All SOG's are reviewed continuously and updated at least every five years. Computer and hard copy references are utilized for onsite references and information / communication.

The HAZMAT personnel work very closely with the Dade County Regional Hazardous Materials Team and consistently met standards of cover.

The team concurs with the Hazardous Materials criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Hazardous Materials Criterion is Credible.

Criterion 5G –Emergency Medical Services

The City of Miami Beach Fire Rescue Agency met all core competencies in this criterion.

The Agency provides a complete EMS system delivery, which has six (6) ALS response and transport vehicles and forms the Emergency Response System (ERS). All firefighters are trained to the following levels: 27 EMT's, 177 ALS.

The Agency has Paramedic suppression engine and ladder companies as well, to augment city ALS EMS personnel on the scene. All engine and ladder companies provide ALS medical care and two engine companies have 12 lead defibrillators onboard.

The Agency in conjunction with the Agency of EMS is providing professional service to the city in an efficient and timely manner. There is a Quality Assurance (QA) program in place overseen by the city's Medical Director and consistently met standards of cover.

The team concurs with the Emergency Medical Services criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Emergency Medical Services Criterion is Credible.

Criterion 5H – Emergency/Disaster Management

The City of Miami Beach Fire Rescue Agency met all core competencies in this criterion.

The City of Miami Beach is a divisional Emergency Operations Center (EOC) representative to the Miami-Dade County Office of Emergency Management (MDOEM), and as such, an officer is sent as the representative to the Miami-Dade Emergency Operations Center (MDEOC) during any activation. Since the city is a barrier island, the city has secured a conference room located at the Miami-Dade Fire Agency headquarters in the event an evacuation is ordered.

The City of Miami Beach Fire Rescue Agency Fire Chief is the Coordinator of Emergency Services and is the principal aide and chief advisor to the City Manager / Director of Emergency Services and serves as Director in the City Manager's absence.

As lead Agency, the City of Miami Beach Fire Rescue Agency continuously updates and exercises the City's Emergency Operations Plan (EOP) on an annual basis. The Agency participates in local, regional, state and federal training exercises dealing with natural and man-made disasters of all types.

City agencies take an active role in all aspects of operational exercises. The City of Miami Beach Fire Rescue Agency leadership and support is essential to ensure that the disaster planning process continues its positive development of disaster preparedness.

The team concurs with the Emergency/Disaster Management criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Emergency /Disaster Management Criterion is Credible.

Criterion 5I – Response to Weapons of Mass Destruction

The Agency met all core competencies in this criterion.

The City of Miami Beach Fire Rescue Agency met all core competencies in this criterion.

The Agency's Response to Weapons of Mass Destruction personnel are well trained and have the equipment to mitigate events as they occur. The program is well integrated into their overall response. All personnel are trained to the awareness level, and 28 functional Response to Weapons of Mass Destruction personnel are trained and certified to the operations level. The Agency uses a tiered response for Weapons of Mass Destruction incidents and calls for the regional Hazardous Materials (HAZMAT) Team when required.

The Agency has sufficient SOG's to provide adequate guidance and have a process to manage operational level concerns effectively. All SOG's are reviewed continuously and updated at least every five years. Computer and hard copy references are utilized for onsite references and information / communication.

The Response to Weapons of Mass Destruction personnel work very closely with all other City of Miami Beach departments.

The team concurs with the Response to Weapons of Mass Destruction criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Response to Weapons of Mass Destruction Criterion is Credible.

Category VI – Physical Resources

The Agency met all the core competencies in this category.

Each of the currently staffed fire stations is strategically located throughout the service area. All facilities are well maintained and in good repair. Office space for all current staff positions is not adequate; however, the remodeling of the current station # 2 will solve this problem. It was a noticeable concern that none of the current facilities was equipped with automatic fire sprinklers. It is recommended that the City consider adopting a fire sprinkler policy that would include their fire stations as an example to the community and to protect their firefighters and assets.

Another concern that was evident after a site visit to each fire station was that many of the living areas are directly adjacent to the apparatus bays. No provision was in use for the control of vehicle exhaust emissions; however, due to the local climate, the bay doors remain open most of the time. Exposure to vehicle exhaust has been identified as a danger to personnel.

The apparatus maintenance program is exemplary and should be complemented. The emergency vehicle technicians are adequately trained and have adequate resources. The FASTER system is meeting the needs of the Agency in the tracking and documentation of apparatus maintenance.

Self Contained Breathing Apparatus (SCBA) maintenance is another task currently being performed by Agency personnel. The City is currently benefiting from this service in both direct cost savings and through having the convenience of rapid repairs. The SCBA shop was found to be clean and equipped with all the necessary tools and diagnostic equipment required.

The team concurs with the Physical Resource Category report of the self-study, its appraisal and action plan.

The overall performance rating for the Physical Resource Category is Credible.

Category VII – Human Resources

The Agency met all core competencies in this category.

The city does have a designated Personnel director that supports the Agency's human resource needs. Firefighter testing is a collaborative effort between the Agency and the city Human Resources office.

The physical agility portion of the test has recently been changed. The Agency should continue to consider a cooperative effort to implement the CPAT testing. Currently the Agency requires firefighter certification for entry testing. The new member orientation program seems to be efficient. The Agency should continue to work with the city HR Agency to improve communications and coordination regarding human resource programs that directly affect the Agency.

The Agency is looking at implementing an officer development program. They should consider integrating their existing system with IAFC's fire officer professional development program.

The Agency does have regular and open communications with Labor representatives and they are considering implementing the joint IAFF/IAFC Leadership Partnership program. Personnel policies are in place and available to the Agency members. Consideration of including high-risk/low frequency HR policy training verification should be considered by the Agency. This could be incorporated with the annual performance review process. Shift members sick leave use should be reviewed before the 10-shift rule currently in place.

Consideration should be made incorporating wellness programs and other incentives to assist in managing this as well as respiratory compliance issues. The Agency does do an annual fit testing for respirator compliance, but should investigate the need to document baseline spirometry and annual respirator checklists.

The Agency does have an effective safety committee that reviews accidents and makes recommendations to the administration. The committee should consider a near miss program where close calls can be reviewed to prevent accidents in the future.

The team concurs with the Human Resources Category report of the self-study, its appraisal and action plan.

The overall performance rating for the Human Resource Category is Credible.

Category VIII – Training and Competency

The Agency met all core competencies in this category.

The Miami-Beach Fire Agency has an adequate training program focused on National Standards. Routine evaluations are conducted to ensure that the training program is both relevant and effective and measures individual skill levels. In addition, performance based measurements, are used to evaluate crew performance and effectiveness.

The Agency has long and short-term training schedules; however, these need to be made more comprehensive to allow for more consistent training among companies and for better documentation.

In addition, the Agency is in need of a dedicated training tower facility for operations instead of having to rely solely on acquired structures.

Currently the Agency has a very informal officer development training program. It is imperative that the Agency institutes a career/officer development program for its members.

The team concurs with the Training and Competency Category report of the self-study, its appraisal and action plan.

The overall performance rating for the Training and Competency Category is Credible.

Category IX – Essential Resources

Criterion 9A – Water Supply

The Agency met all core competencies in this criterion.

The minimum fire-flow requirements are well documented along with fire-flow test records.

The Agency has an adequate water supply in all areas of the city and jurisdiction. A Water Supply / Fire Stream Management policy has been in place for several years, however; the new Water Supply / Fire Stream Management SOG should be finalized after review by the officers of the Agency and placed in the SOG Manuals.

The working relationship between the fire and water departments is noteworthy with regular communications and the master plan improves water main size, which in turn will improve fire flow capabilities. Maps of hydrant locations are current; however, the Agency should look into a GIS Mapping System for hydrants.

The team concurs with the Water Supply criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Water Supply Criterion is Credible.

Criterion 9B – Communications Systems

The Agency met all core competencies in this criterion.

The Miami Beach Police Agency provides communication services to police and fire. The radio system appears to be well designed and operating effectively. The fire Agency seems to be well equipped with communication devices.

The communication center space allocation and environment is good, with adequate space assigned for call takers, dispatchers, and supervisors. The Miami Beach Police Agency provides the supervision of the 911 system. The Center has been accredited under the Commission for Law Enforcement Accreditation.

The team concurs with the Communications System criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Communications System criterion is Credible.

Criterion 9C & D – Administrative Services & Office Systems

The Agency met all core competencies in this criterion.

Administrative support processes are adequate and appropriate for the function of the Agency; although the administrative supporting staff seems to be lean for the amount of work required. The management process is institutionalized and information flows well throughout the organization in all directions.

Office resources are adequate for the needs of the organization. Customer service needs are met through a variety of the city's means of communication; the Better Place system is a great way for the Agency to understand the needs and the concerns of the citizens. Organization documents are kept on the computers at each Fire Station. These documents are accessible from every computer terminal and are kept up-to-date.

The team concurs with the Administrative Services and Office Systems criterion report of the self-study, its appraisals and action plans.

The overall performance rating for Administrative Services and Office Systems Criterion is Credible

Category X – External Systems Relations

The Agency met all core competencies in this category.

The Agency identifies the maintenance of external relationships (within City government and among local, regional and statewide allied agencies) as a strategic initiative in its Strategic Plan. There are mechanisms in place to address issues of common interest among all stakeholders and participants. In the Miami Dade Comprehensive Emergency Management Plan, each Agency has been identified by role and function. Any conflicts that occur are resolved through provisions in the statewide agreement or through interagency/intergovernmental processes.

The statewide agreement and the City Manager's Executive Committee provide a mechanism to keep relationships current and effective, and assure that intergovernmental

cooperation supports the efforts of the Agency. If additional functions or agreements are needed, these processes provide a mechanism to address the need.

The team concurs with the External Systems Relations Category report of the self study, its appraisal and action plan.

The overall performance rating for the External Systems Relations Category is Credible.